



Georgia State
University®



Navigating University Policies

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Start Here!

Headed out to Sea – Policy at GSU

The Players

Learning to Sail– The Process

Policy Development & Management at Georgia State

Navigating the Waters– Adopting Best Practices

Crafting Effective Policy & Understanding Policy Review

Becoming Naval Experts – Systems & Innovations

Introduction to new policy management system and resources

Institutional Effectiveness

A commitment to continuous improvement is at the heart of an ongoing planning and evaluation process



Institutional effectiveness is the systematic, explicit, and documented process of measuring performance against mission in all aspects of an **institution**.

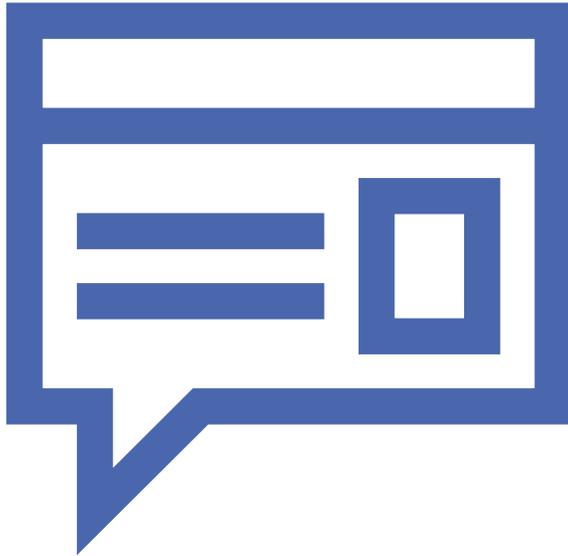


Policy: : **def:** *a definite course or method of action selected from among alternatives and in light of given conditions to guide and determine present and future decisions (Merriam-Webster)*



Policies guide the way so we stay on course.

GSU Policy on University-wide Policies



Georgia State University (“University”) strives to have institution-wide policies that are consistent, concise, clear, and readily accessible to the University community. To that end, the University formally approves, revises, and posts university-wide policies.

All University-wide policies must be approved, as applicable, by either the University Senate (Academic and student policies) or the Administrative Council (Administrative Policies) prior to final approval by the President, as set forth in the University Statutes (Article IV, Section 2; Article VI, Sections 2 and 5; and Article XIII, Section 3).

Prior to any review and approval of University-wide policies by the Administrative Council, (1) the Policy Advisory Group (“PAG”) shall first review and recommend approval of such policies by the Administrative Council and (2) in keeping with the University Statutes, where proposed University-wide policies affect staff, the PAG shall ensure the Staff Council has the opportunity to review and make recommendations on all such University-wide policies (Article VII, Section 2).

This policy proposes a strategy for effective policy management of such university-wide policies that utilizes a systematic policy review process. The PAG is responsible for assuring effective policy review and management. In serving such role, the PAG will, when appropriate, and upon consultation with relevant colleges and/or business units, evaluate or comment upon the substantive content of any proposed University-wide policy. The members of the PAG shall be appointed annually by the Provost. The PAG shall be co-chaired by representatives from the Office of Institutional Effectiveness and the Office of Legal Affairs, unless otherwise designated by the Provost.

In its review of new and updated policies, the PAG may invite member(s) of the Responsible Office(s) and other university officials and/or subject matter experts who may be required to carry out the policy or whose expertise may aid in the formulation of the policy. Policies will typically be reviewed and, if necessary, amended, at least one (1) month prior to being submitted for approval to the Administrative Council.

Steering Policy In The Right Direction



- **Policy Advisory Group (PAG)**

A University committee led by the **Office of Legal Affairs and Office of Institutional Effectiveness**, charged with advisory oversight of the administrative policy process.

- **Policy Administrator**

- Supports the policy committees/policy owners
- Disseminates timely information re: policies
- Maintains the policy web site and archives
- Monitors review schedule
- Assesses framework effectiveness

- **Policy Steward**

Subject matter experts in a particular functional area who are responsible for assisting with the substantive content for policies impacting their area. Stewards will also assist in identifying overlaps with other policies or conflicts with federal, state and Board of Regents regulations.

- **Policy Owner**

- Prepares policy plan
- Develops and administer policies
- Performs scheduled reviews and assessments
- Consults with target audience representatives during the development phase

Objective for Policy Management

Create a sustainable framework to develop and maintain up-to-date University policies that:

Meet legal and regulatory requirements

Reduce risk

Support compliance

Promote ethical behavior, and

Are simple and straightforward!



- Does the policy accurately state the current practices?
- Are terms in the policy adequately defined? Is it clearly stated that the policy replaces all previous policies?
- Is your use of terminology consistent across policies if they are related?
- If two policies are interrelated, is it clear when each policy will apply?
- Is it clear to whom the policy applies?
- Check related policies to ensure your policy is not in conflict with another university policy.
- Has the law in this area changed? Check with legal affairs.
- Internal administrative procedures should generally not be part of the policy document. Consider pulling out the procedures and placing them in separate document that can be linked to from the policy.
- Check contact information, job titles, emails, and web links to ensure they are current.
- Highlight text so that proposed changes are apparent.
- If a policy is no longer relevant, suggest elimination of the policy, stating reasons why the policy is no longer relevant.
- Discuss major changes to your policy with the policy steward and other stakeholders prior to proposing major changes.

Policy Review Guidelines

GSU Policy Lifecycle

Identify Issues

Policy issues arise based on changes in law, risk assessment, or operational needs

Who initiates?

- Policy steward
- University Senate
- Staff Council
- Legal
- University-wide committees (standing and ad-hoc)
- Stakeholders

Conduct Analysis

- Is a policy needed or will procedures suffice?
- Review of peer policies and procedures
- Consult with GSU stakeholders
- Seek guidance from Legal subject matter expert

Draft Language

Policy steward creates a draft of policy utilizing the OIE template

Policy steward works closely with Legal and other stakeholders

Review Criteria

– Agreed upon by approval committee

Benefits

Ensures consistency

Ability to address possible issues early in process

Submit to Policy Advisory Group (PAG)

Submit draft to PAG for review

PAG reviews and provides feedback to policy steward

PAG advises on final language and determines whether the draft policy should be submitted to Administrative Council

Request for consideration by Administrative Council

- PAG submits to Admin Council

•1st meeting: Policy steward presents the policy and answers questions. Discussion.

•Between meetings, the policy steward incorporates any feedback from Admin Council members

•2nd meeting: Policy steward presents the policy for approval

Publish and Distribute

- Determine/distribute/educate
- Assist with policy communication
- Publish the policy
- Maintain the website
- Serve in a review capacity for any training (if needed)

GSU Policy Ecosystem

A work in progress!

Deans and VPs of Business Units

policy and risk-owners, data stewards, compliance managers

Policy Development and Review

Manage Risk and Compliance;
Provide Training and Procedures



1st line of defense

Compliance / Risk management functions within each department

Policy Advisory Group

Specialized Enterprise Support

Legal	Student Success	HR
II&T	Fin & Admin	OIE

Multidisciplinary

DAGS	ERM
Cyber GRC	

Policy Library

2nd line of defense

Support, documentation, tracking and coordination of policy and risk management; maturing assurance functions

Policy Governance

University Senate
Academic and Student Policies

Administrative Council
Administrative Policies

Staff Council
Proposed Policies Impacting Staff

USG

University Auditing and Advisory Services



Hot-Line

3rd line of defense

Independent Audit

Policy Process
In Action
*Case
Examples*

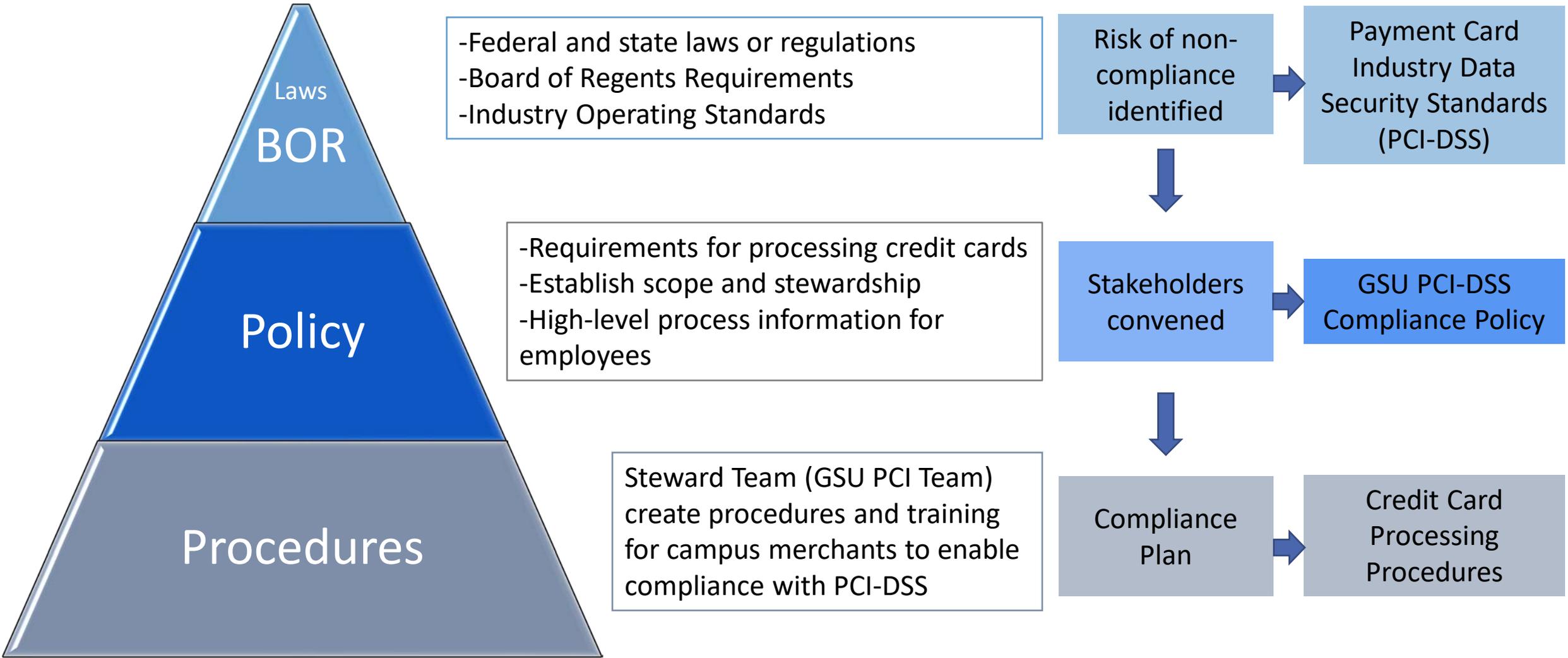


GSU Credit Card Policy

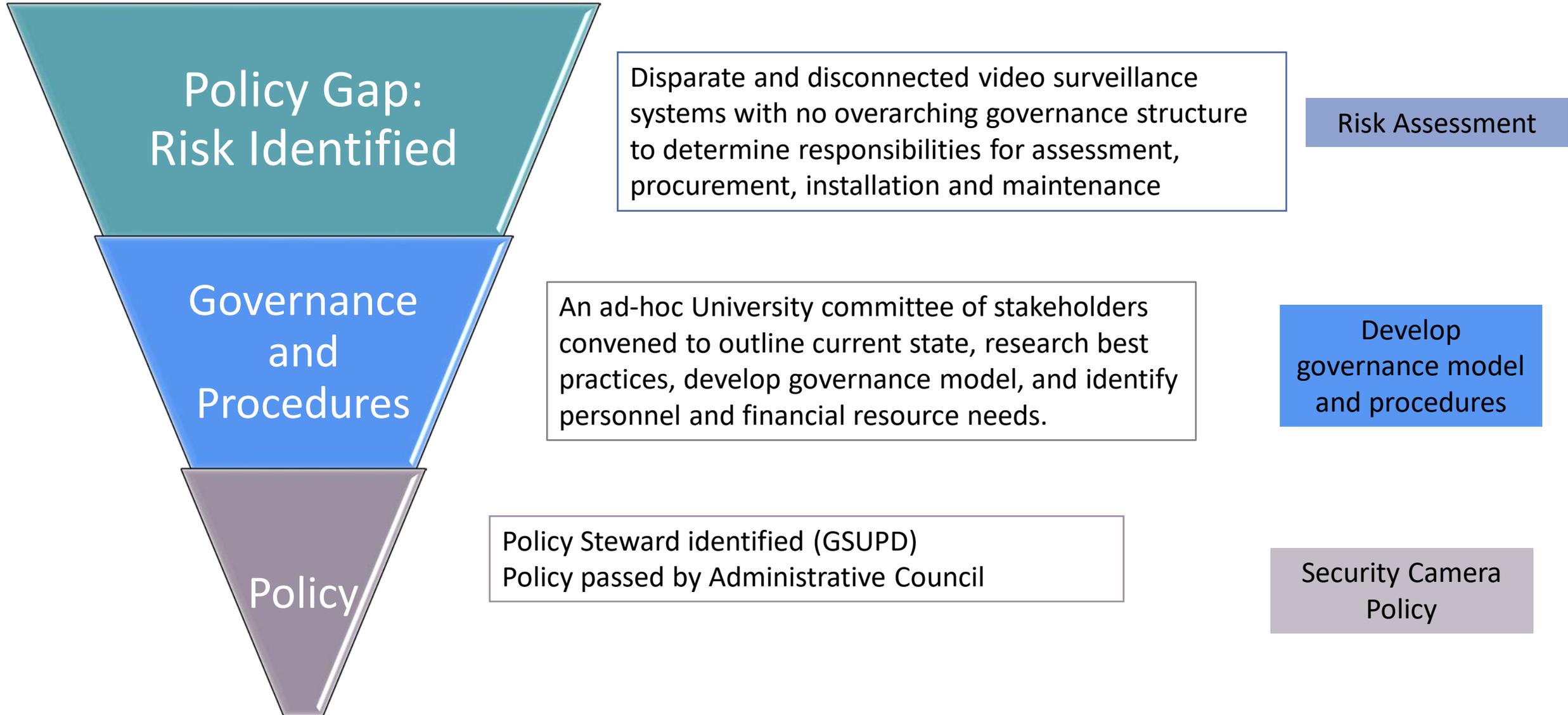


Security Camera Policy

Policy and ERM in Practice: GSU Credit Card Policy (PCI-DSS)



Policy and ERM in Practice: Security Camera Policy



Staying on Course



- New Policies
- Trends
- PolicyStat
- A developing community of awareness
- Q&A



Thank You!

Policy Library link: <https://www.gsu.edu/university-policies/>

For policy related questions, email mmclaughlin@gsu.edu